Raytheon
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Integrated Baseline Review

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IBR Spectrum

System Audit "SAR"
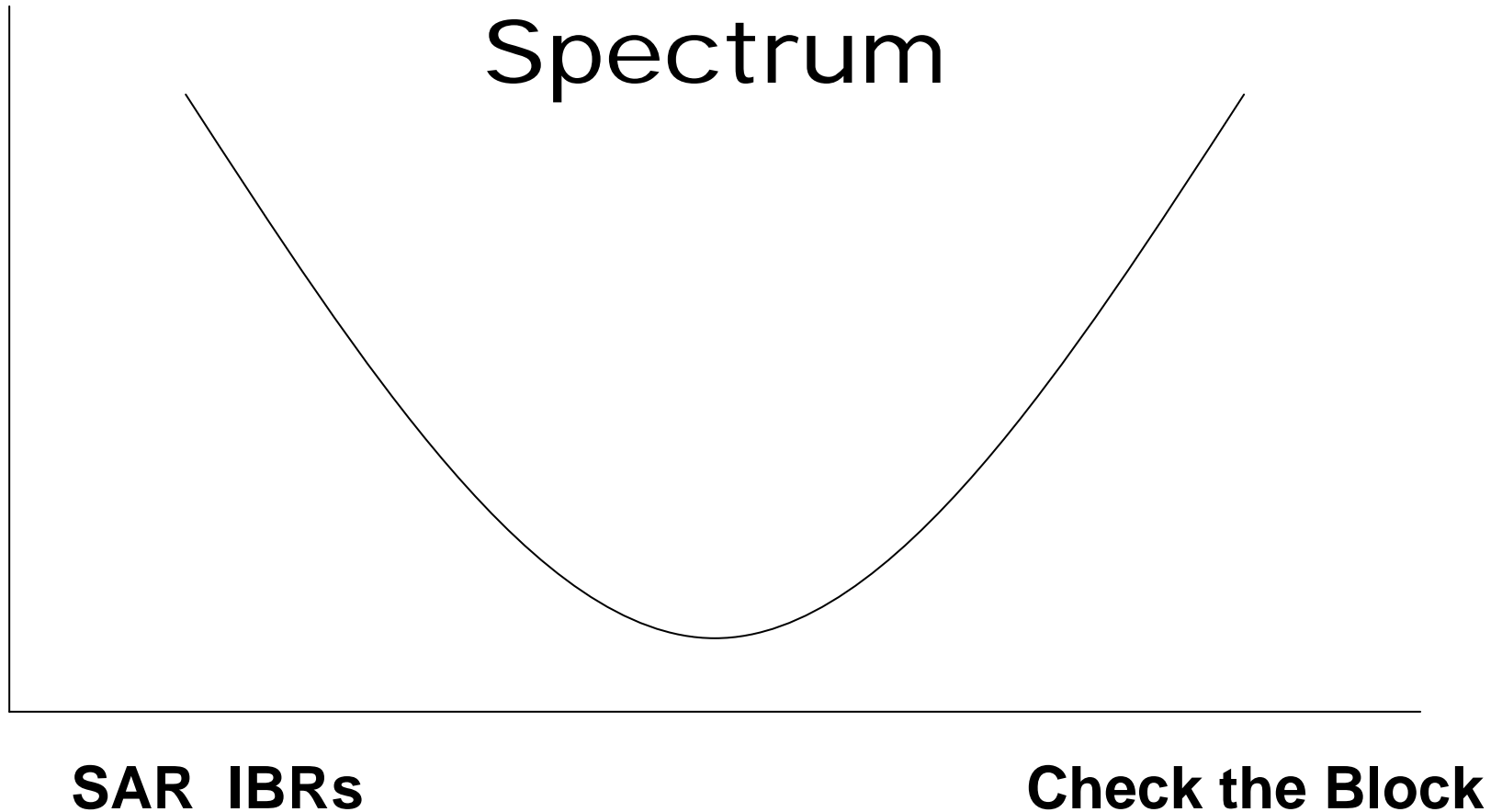
"Check the Block"

IBR "SAR"

- **At one end of the spectrum is the IBR "SAR"**
- **It carries the IBR name but:**
  - **It is run by the C/SCS cultists or consultants**
  - **It is System Description oriented**
  - **It is document oriented**
  - **It is trace oriented**
  - **It is a SYSTEM REVIEW**

IBR "Check the Block"

- **At the other end is the "Check the block"**
- **It carries the IBR name but:**
  - **There is no real check of the contract scope of work tie to the program plan**
  - **There is no real check of the schedule's major interdependencies**
  - **There is no real check of the a realistic resource allocation**
  - **There is minimal reaction to identified risk**

Current Status Against The Spectrum

SAR IBRs   **Check the Block**

What Is Needed

- **IBR early in program**
  - **If there is a delay, it generally is a warning sign**
  - **Delays cost money**
  - **Contractor hasn't had time to get ready**
    - **IBR approach incorrect**
- **Critical in-depth review of the plan**
  - **Good for customer**
  - **Good for contractor**
  - **Focus on content not grammar**

Improvements - Possible Step Approach for IBR

- **Identify plan (IMP)**
- **Identify schedule (IMS)**
- **Investigate resource loading**
- **Investigate performance measurement approach**

- **Investigate communication approach**
- **Investigate baseline control**
- **Investigate forecasting**
- **Risk identification**
- **Expectation leveling**

Identify Plan

- **What are contract requirements**
- **What are customer expectations based on proposal/negotiations**
- **How has contractor ensured the explicit and implicit requirements are met**
- **How has contractor integrated any subcontractors in the plan**
- **Where is the risk in the plan (technical)**

Identify Schedule

- **Are tasks identified to support the plan (including subcontractors)**

- **Are the tasks logical and provide continuity**

- **Are the tasks identified to an organization**

- **Are the needed interdependencies identified between tasks**

- **Where is the risk in the schedule**

Investigate Resource Loading

- Are the labor and material estimates consistent with the associated tasks (including subcontractors)

- Is the organization staffing consistent to their tasks' estimates

- Are the rates (labor, overhead, etc.) appropriate for the organization

- What resource (cost) risks are there

Investigate Performance Measurement Approach

- **What portions of the plan are critical**

- **What techniques are used by the contractor and subcontractors to measure the performance on those portions of the plan**

- **What is the risk on the Performance Measurement approach**

Investigate Communication Approach

- **How does the contractor internally communicate programmatic items**

- **How is the contractor planning to communicate externally**

  - **Customer, vender, subcontractor**
  - **IPTs, functionally, weekly, monthly, etc**

- **How does the contractor link cost, schedule, risk and technical**

Investigate Baseline Control

- **Funding, Contract Mods, Re-planning, and OTBs**
  - **What are the processes and controls**
  - **What is linkage to plans, schedules and resources**
  - **What is impact on performance measurement**
  - **How are they communicated**
- **What is the risk in the Baseline Control approach**

Investigate Forecasting

- **How, who and when**
  - **Techniques, detail, and risk incorporation**
  - **Engineering, manufacturing and subcontractors**
  - **How often, cycle time, and thresholds for updates**
- **What is the risk in the forecasting approach**

Risk Identification

- **Identify the risks from above**

  – **Technical**
  – **Schedule**
  – **Cost**
  – **Performance Measurement**

  – **Communication**
  – **Baseline control**
  – **Forecasting**

- **How can the risks be mitigated**

Expectation Leveling

- **Customer expectations**
  - **Wants a Lincoln, contractor should be able to make a Sable**
- **Contractor expectations**
  - **Knows how to build an Escort, might be able to make a Taurus**

Challenge To All Of Us

- **An IBR is a joint effort**
- **A good IBR expands that joint approach**
  - **Contractor gains insights on their customer and receives a free health check**
  - **Customers gain insights on their contractors and gain assurance that there won't be any surprises**
- **Outcome can be a win-win situation for all**